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Recommendation No. 1

Eliminate the FE/Division IBM system and release the equipment (Card Punch and Sorter) presently utilized by the T&R Unit for record and reporting purposes, at such time as the DD/S RCA-501 System is in full operation. (Target Date - 1 October 1960)

Justification:

An analyses of the various uses to which the T&R Unit system is being put, revealed that the major reasons justifying its existence were (1) additional items of information were coded (date of grade and rotation dates on field personnel), (2) frequency of tabulations was greater, and (3) the information was more current than that found on listings and reports prepared by MRD and distributed by the Office of Personnel.

Discussions with representatives of the Office of Personnel have revealed that the types of information to become available under the new system will fulfill adequately all of the requirements presently levied on the T&R Unit. In addition, the 501 System with its increased speed and efficiency will be able to upgrade the timeliness of the information on its registers, as well as provide for more frequent submission of such registers and summaries to the Area Divisions.

The elimination of the Division IBM system will release equipment costing \$130.00 per month and make available a considerable number of manhours for other tasks. Subsequent recommendations outline areas where a portion of these available manhours may be utilized.

Recommendation No. 2

Pending activation of the Agency EDP personnel facilities and procedures, modify the present T&R procedures only to the extent necessary for compatibility with the new Agency system. Primarily, this means the elimination of certain minor features which will not be available under the new system.

Justification:

With the target date for conversion to the EDP system so near at hand, extensive interim changes in the existing system which involve additional effort would be undesirable. However, the present FE system can be modified so that Division's conversion to the new system will be accomplished with almost no changes at the unit level in the procedures recommended in this Study. (Recommendations 3 and 4)

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Recommendation No. 3

Specific changes recommended in T&R responsibilities and tasks in the period before conversion to the Agency EDP Personnel Procedures are as follows:

- a. Discontinue punching the following information:
 - (1) Fitness report dates (now controlled by O/P on a scheduled basis).
 - (2) PSI date (not essential and date of grade permits computation, if desired).
- b. Discontinue use of Status cards as pending file for Personnel Action and Fitness Reports. (See related procedures for proposed follow up controls.)
- c. Transfer the file of 1152 fanfold forms to the units for inclusion in the soft folder. This pretyped form is being discontinued under the EDP procedure so the need for a file will be eliminated at that time. However, there are some immediate advantages in making the change now. (See procedure for Personnel Actions.)
- d. Discontinue the following reports which can not be prepared from the Status cards if Recommendation No. 1 is adopted.
 - (1) Division monthly alphabetical list of employees. (Use central locator for such reference.)
 - (2) [REDACTED] (Duplicates records maintained in [REDACTED] and Pers/Br.)
 - (3) Quarterly statistical report. (Although there are some differences in the type of information, statistics by Division are prepared by O/P and can be obtained by the Division via the S.S.A.)
- e. Discontinue maintenance of central [REDACTED] files. (Decentralized holdings of each Unit complemented by the centralized holdings of FE [REDACTED] are considered sufficient. Additional holdings require additional manhours for maintenance. See Recommendation No. 5a (5) for comments re: Unit Records.)
- f. Discontinue preparation of Bio-Data sheets by Flexowriter for GS-10 and below. Adoption of a system similar to that used by the O/P for GS-11 and up should better serve FE purposes. If this recommendation is adopted, T&R should prepare Bio-Data sheets from all the tapes now

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in file. The Units would file Bio-Data sheets in the soft folders, and the tapes could be destroyed. The Units would add to the data sheets as necessary and reproduce copies by Thermofax, if this should ever be necessary. They should also use Form 1200, Biographic Profile, for any new cases in which a summary of Bio-Data is needed.

- g. Release the Flexowriter for use elsewhere in DD/P. This approximately \$2,000 machine is used to only a fraction of its capacity, even with the present Bio-Data Sheet procedure. Its other uses are for special reports which could just as well be prepared on a standard typewriter.
- h. Assume responsibility for document control functions, as outlined in the various Procedural attachments.

Recommendation No. 4

Further specific changes in T&R responsibilities and tasks after conversion to the Agency EDP Personnel Procedures are as follows:

- a. Discontinue maintenance on all files of IBM cards. It is suggested that they be held for a three month trial period and then destroyed.
- b. Release the IBM Sorter, Punch, and Tabulating machine boards.
- c. Reevaluate the necessity for retention of T&R as a Unit.

Recommendation No. 5

It is recommended that minimum and standard Personnel Unit records be established.

- a. The specific records which it is recommended that the Units retain are:
 - (1) Soft folders for all EA, SE and CE. These folders should contain correspondence and documents related to each individual as needed for preparation of travel orders, correspondence or consideration for personnel action. The folders should be screened periodically to reduce holdings and forwarded to the gaining Division when the individual is reassigned or to the O/P if terminated.

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Approved For Release 2001/04/23 : CIA-RDP61-00900A000100130014-2

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- (2) Machine Lists - The present lists prepared by T&R and the future lists to be prepared on the RCA-501 provide a current record of personnel and positions brought up to date on a monthly basis. This should adequately serve for unified control and reference requirements. A supplemental listing should be manually prepared and maintained by the Unit serving [REDACTED] embracing the same type of data on [REDACTED] personnel.

- (3) Chrono "Out" File - This should be a temporary desk file consisting of a carbon copy of all "out" dispatches and cables. When the comeback copy is received, destroy the related chrono copy and file the comeback copy in the soft folder or respective subject file.

- (4) Process Out Folder - This should consist of a single folder for the papers related to all personnel in processing out status as well as a standard processing control form on each processee. (Recommend adoption of format presently used by three of the Units.)

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- (5) [REDACTED] - This should consist of listings and 3"x5" cards, cross referencing true names to pseudos and visa versa. Present records, maintained by five of the Units on Wheeldex's, are in violation of security requirements [REDACTED]

RID has the capability to prepare the initial numerical listings and 3"x5" name cards from the present IBM cards maintained by the T&R Unit.

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- (6) "Out" Dispatch Number Control - A series of dispatch numbers assigned each unit and crossed off as used. When a new series is requested from [REDACTED] the prenumbered Dispatch Control, Form 59-140, should be substituted for the typed list maintained by most units.

- (7) Log for Official Personnel Folders (3"x5" cards) - Control by posting to 3"x5" cards. Five of the six units are using a variety of letter size forms for the purpose, but the cards, maintained in alphabetical sequence, are easier to refer to.

- (8) Subject Files - To include general category type documents not directly related to an employee, i.e.: strength reports, language proficiencies, manning tables, planning papers, cover documents, miscellaneous correspondence, etc. Requirements for such files may vary somewhat between units because of variations in cover requirements and types of personnel serviced, but generally should be limited to those documents absolutely necessary for providing services to the respective Branch and Stations.

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b. Records which it is recommended that the Units eliminate are as follows:

- (1) Kardexes - duplicates information available in soft files and on PCR.
- (2) Cable and Dispatch Chrono Files - duplicates records maintained in soft file or subject files.
- (3) Dispatch Abstract Files - Reference frequency and purpose do not justify time and effort expended for maintenance of these records.
- (4) Promotion Control Log - duplicates information obtainable from other sources, i.e.: branch rankings, CMC Minutes and rankings, notifications from panels of CSB action, dispatches, etc.

Justification:

Analysis of the present unit records not only revealed many differences in the types, format and purpose of record holdings in each unit but also revealed much duplication within each unit of the same basic record information. Standardization of record holdings by each unit would define the minimum record requirements for performance of duties and provide for less disruption of activities when assigning new personnel or when reassigning personnel between units.

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